

Mytholmroyd Station Building Feasibility Study

Consultation Draft



*Commissioned by the
Mytholmroyd Station Building Group*

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INTRODUCTION

Rose Regeneration was commissioned by the Station Building Group to help develop a feasibility study for the re-use of the Station Building at Mytholmroyd in June 2017. The Station Building Group recently acquired the status of a Charitable Incorporated Organisation.

The station building was built in stages from 1874. It was closed to the public around the mid-1980s when new platforms were built. The building was re-roofed by Network Rail in 2010-11.

Network Rail have obtained Listed Building Consent to undertake the repair of the shell of the building which will include repair and reinstatement of the original historic features (Grade II listed and within Mytholmroyd Conservation Area). Funding is to be provided by the Railway Heritage Trust. The internal layout will match the original sub-division of room space. It is hoped Northern (Arriva Rail North) will also contribute a substantial proportion towards the internal fit out and therefore will lead on any architectural in-put required guided by the feasibility as a starting point for the business plan. A professional appraisal of the structure of the Station Building was commissioned by Network Rail in 2010 as a precursor to the commissioning of this work.

The estimated gross internal usable space on each floor is 970 square feet. It is proposed that Northern Rail the franchise operator should take on the use of the top floor, which adjoins the railway platforms and that the other two floors should be let to the Station Building Group.



The purpose of the feasibility study is to present the Trustees with options for optimum proposed uses, identifying likely use layouts on the different floors, following viability tests.

Attempts have been made in the past to formulate proposals to develop this building by Calderdale Council working with Royd Regeneration, Network Rail and Yorkshire Forward among others. A draft Business Plan was produced following an outline design by architect John Pawson in 2003 to create a Ted Hughes Poetry Centre. A Feasibility Report was produced by Jackson Quigg Associates Ltd in 2001. Unfortunately the financial viability of the Poetry Centre meant that this idea was not progressed.



GEOGRAPHICAL LOCATION AND CATCHMENT

The station is located in the centre of Mytholmroyd. It is a key node on the Leeds to Manchester/Blackpool service operated by Northern Rail. In 2015/16 there were just over 164,000 entrances and exits at the station. (Estimates of Station Usage. Office of Rail and Road 2015-16). From 2018 a significant increase from 70 – 105 trains is planned for the station.

The access to the upper platform (off New Road) currently provides space for 20 cars and plans are underway to significantly expand this to accommodate upwards of 200 vehicles. Mytholmroyd itself is a large village of 4000 people in the Calder Valley, 10 miles east of Burnley and 7 miles west of Halifax. It is a conservation area and has more than 21 listed buildings in the village centre.

A parallel study looking at the redevelopment of the Community Centre in Mytholmroyd has identified a service catchment of 18,200 residents (A Feasibility Study for the Refurbishment/ Replacement of Mytholmroyd Community Centre KADA Research October 2017).

The village has a characterful history and strong literary associations. It was the birthplace of Ted Hughes and is in close proximity to the Bronte Parsonage and Marsden the home of the famous contemporary poet Simon Armitage. It is also hard by the settlement of Hebden Bridge which is famous for its creative and alternative economy. The village was a key location in the 2014 Grand Depart element of the Tour De France.

The village was very significantly affected by the Boxing Day Floods in 2015 and is currently undergoing major flood alleviation works to protect it in future

APPROACH

Our approach has involved:

- A detailed desk review of previous documents linked to the evolution of the Station project.
- A call for evidence to other station groups and initiatives, which harvested 50 examples of good practice in other settings.
- Interviews with 7 strategic players engaged in rail related activities.
- Interviews with 17 wider stakeholders with an interest in the local area.
- Collation of 116 survey responses from the general public assessing their interest and views in the development of the station building.
- Interviews with 5 commercial agents in the area to determine the contemporary context in terms of rent and other usage costs/options.
- A strategic meeting with Calderdale Council departments which have statutory and service delivery responsibilities in Mytholmroyd.
- This information has all been collated and used to support an options appraisal with the Station Building Group – this was held in October 2017.

We also undertook an audit of current facilities which might be consistent with possible activities at the Station to identify potential demand and make some judgments about the risk of displacement in relation to established businesses. We cross referenced this research with work undertaken by KADA research scope the likely competition and demand for a range of activities associated with the refurbishment of the Community Centre in Mytholmroyd.

“GIVENS”

As the study progressed a number of “givens” emerged, either through discussion and deliberation within the Station Building Group, through the consultation or through the intervention of third parties. These form a series of natural parameters within which the feasibility has been taken forward. They are as follows:

There is no enthusiasm for a process, which in any way provides competition with established businesses and initiatives. In practical terms this precludes the development of sessional



letting space for community groups. It also precludes the development of simple rail user orientated cafes.

Northern have indicated that they wish to take a lease on the second floor of the building. This will reduce the nature of what can be operated within the facility to the ground and first floor. The first floor is only accessible by stairs and this will therefore further limit the range of uses possible within the Station building.

The Elmet Trust have indicated that following the previous work to consider the development of a Ted Hughes Visitor Centre in the Station Building they are now no longer inclined towards the building in this context.

The Local Authority have indicated that if the library is to be moved they will not be able to make any significant contribution to accommodation or running costs at another location.

A dialogue with local cycle facilities has indicated (further backed up through cross reference with KADA research in terms of the Community Centre) that it is unlikely there is enough of a commercial market for cycling to enable a facility to operate successfully on its own at the Centre.

The Station Building Group have identified that their core rationale is to bring the building back into an appropriate use. They are not focused on developing specific uses in the Station Building, which will be run and operated directly by the Group.

The location of the proposed extended car park and the current traditions of station usage mean that it is difficult to generate footfall from the platform under the current arrangements.

Any activities within the Station Building would need to meet the operating costs of the facility in terms of the landlord function. Uses would also need to meet the requirements of Northern and Network Rail in terms of compatability with their operation of the train service.



POTENTIAL USES

Taking account of the “Givens” above the following potential uses have been explored in more detail:

- Craft or Artisan Food Manufacture / Retail
- Outdoors Hub - with facilities for cyclists and walkers
- Restaurant - with a local food emphasis
- Adult Education / Community Learning Facility
- Art Studios / Community Gallery
- Small Office Space
- Small Retail Space

The Pros and Cons for each potential use along with information about likely rental income is set out below:

Potential Use	Indicative Rent	Pros	Cons
Craft or Artisan Food Manufacture / Retail	£6 - £10 per sqft	Relatively limited activity of this type in Mytholmroyd at present.	There is a high incidence of similar facilities in the wider surrounds but same catchment.
Outdoors Hub - with facilities for cyclists and walkers	£6 - £10 per sqft	Provides the opportunity to make the station building a destination for those accessing the South Pennines.	Some evidence that cycle facilities are struggling in the local market.
Restaurant - with a local food emphasis	£15 per sqft	Unique in Mytholmroyd.	Untested demand for a high class facility of this type.
Adult Education / Community Learning Facility	£10 / £12 per hour	Would fit well with the heritage nature of the asset.	Facilities for these activities already exist in the catchment and there is no strong evidence of demand.
Art Studios / Community Gallery	£7 per sqft	Some availability in other local towns but local indications of strong local demand.	Competition with established facilities - albeit not directly in Mytholmroyd.
Small Office Space	£10 per sqft	Limited competitive provision.	Very limited indications of demand.
Small Retail Space	£15 per sqft	Would add to the provision of a relatively limited current retail offer in the town.	Limited indications of demand. Site is detached from the rest of the retail core.

CONSULTATION

Of the choices highlighted above support – converting the choices made by participants in to the consultation was as follows:

Potential Use	Weighted Cumulative Score (where 5 is the maximum)
Craft or Artisan Food Manufacture / Retail	3.6
Outdoors hub - with facilities for cyclists and walkers	3.6
Restaurant - with a local food emphasis	3.41
Adult Education / Community Learning Facility	3.35
Art Studios / Community Gallery	3.3
Small Office Space	2.78
Small Retail Space	2.87

OPTIONS APPRAISAL

The Station Building Group undertook a facilitated options appraisal taking account of the research and public consultation. They used the following approach grid. The cumulative scores awarded are set out in relation to each option:

Activities	Consultation Score	Deliverability	Sustainability	Timescale	Fit	Risk	Added / Negative Value	Total Rounded
Marks	0 - 5	0 - 5	0 - 5	0 - 5	0 - 5	0 - 5	-5 to 5	
Weighting	2	2	3	2	3	2	1	
Craft or local food / drink activities / small scale producers	7.2	30	30	20	45	20	20	172
Walking and cycling hub	7	30	15	20	60	10	25	167
Cafe / Restaurant	6.8	30	30	20	60	20	25	192
Adult education courses and / or community learning	6.7	30	15	30	30	20	5	137
Art studios / Community arts	6.6	30	30	30	60	20	25	202
Small retail space	5.6	30	15	30	30	20	0	131
Small office space	5.8	30	15	30	30	20	5	136
<i>Deliverability - can the use be delivered within the resources of the group or by a sanctioned third party</i>								
<i>Sustainability - will the use be able to continue in the long term without the need for further support and intervention</i>								
<i>Timescales - do the timescales around use match the timescales for the project</i>								
<i>Fit - does the use fit with the parameters agreed by the group and NR / Northern</i>								
<i>Risk - does the use involve a high level or risk</i>								
<i>Added Value - will the project have a positive or negative impact on other activities locally</i>								

On the strength of these discussions it is proposed that the following uses be further removed from the list of potential activities:

Small Retail Space – the final factor, which arose from the discussion at the options appraisal and led to the rationale for discounting this element of the proposal is that there is very limited evidence of demand for retail in this part of the village. The one issue to bear in mind in this context is that this use would yield a high rental value per sqft.

Small Office Space – this potential use has ultimately been discounted because there is limited demand for such facilities in the immediate area and there is underused provision in close by locations such as Hebden Bridge.

Adult Education and Learning – this potential use was discounted ultimately because there is a significant amount of sessional community space provision in other places within the area. It was also thought that any activities of this type would have a better fit with the redevelopment of the Community Centre.

Walking and Cycling Hub – this option was included but only on the basis that it provides added value when linked in with the a number of the other uses as a composite “offer” at the Station Building. There is interest in having a similar facility at the Community Centre and there is anecdotal evidence, strongly expressed amongst key members of the Station Adoption Group, that bicycle hire and repair has limited success in other leisure and transport locations.



AN EMERGING OPTION

Having isolated out the uses which have the best fit to the property it seems clear that whilst one use could be allocated to the whole building seeking to accommodate a number of the potential uses in one building would create a “mixed economy” of activities. This could

potentially add value to the area by bringing more new activities to it than deciding on one use only. It would also potentially create a balance of income streams to support the running costs of the Building.

A unifying option for the remaining uses is the notion of landscape (incorporating heritage) in terms of:

- Craft and Local Food Manufacture - engaging people in the landscape in terms of the food derived from it
- Walking and Cycling Hub - creating access to the landscape through equipment, interpretation and inspiration
- Restaurant - providing local food inspired by and grown within the landscape
- Art Studio / Community Gallery - providing creative space for people enthused by and working within the landscape

Following this approach would create the opportunity to develop the Station Building as a Landscape Hub. Pennine Prospects, the body which oversees the promotion and enjoyment of the South Pennine is based in the next settlement on at Hebden Bridge. The South Pennines is the largest landscape area in England without a formal landscape designation. The opportunity for the Station Building to set out its stall as a key hub in the context of this area is very powerful and provides potentially the opportunity to drive footfall both from a wider catchment than the immediate surroundings and to develop a potent brand. A number of naming options suggest themselves in the context of the South Pennines, which can be explored further in due course.

Examples of Good Practice in Other Settings in Keeping with the Landscape Hub Concept are set out below:

Cafe, Restaurant & Local Food

STRAWBERRY LINE CAFE

The Strawberry Line Café Project Community Interest Company (CIC) was set up in 2008 to restore and run a community café on platform one of Yatton Railway Station.

The café is open seven-days-a-week for breakfast, lunch, snacks and afternoon tea: Monday-Friday 7.30am-3.00pm, Saturday and Sunday 9.30am-4.30pm. Food is freshly prepared on site using quality local ingredients (e.g. bread and pastries from Pullins, coffees and teas from Ciko, Tom's Pies from Devon). The menu also includes 'food to go' options.

It is a not-for-profit social enterprise, set up to involve adults with learning disabilities and enable them to gain the skills to work in the catering industry.

Website: <http://www.strawberrylinecafe.co.uk/>

STATION COFFEE HOUSE

An independent, family run espresso and food bar founded in 2015 and located in the former station masters house at Prescott.

The Coffee House offers in-house catering with the emphasis on provenance and sustainability ("made right here" philosophy), private dining space for up to 24 guests, individually made 'posh' picnics and outside catering. Fresh and seasonal food and drink is sourced from independent producers including Sourdough loaves from a local micro-bakery,

watercress, mushrooms and meat from local farms.

The Coffee House is open Monday-Saturday 8.00am-5.00pm and Sunday 12.00pm-3.00pm.

Website: <http://www.stationcoffeehouse.co.uk/>



Facilities for Cyclists and Walkers

SOUTH WEST COMMUNITY CYCLES (SWCC)

Pollokshaws West Station was built in 1847 and is the oldest surviving railway station in Glasgow. The Station was refurbished in 2013 when it became home to SWCC, an established social enterprise.

The Station is a very close to a vast area of parkland with cycle trails. The centre provides free bike repairs to children, low-cost bike hires and sales, secure park and ride facilities, training and tuition and a mobile 'Dr. Bikes' service.

Cycle training courses in Pollok Country Park are run by Cycling Scotland and Glasgow City

Council in association with the centre.

SWCC has also set up a coffee shop, has meeting space (offering room hire with conference equipment starting at £13), and provides local people with volunteering opportunities and personal development activities.

Website: <http://southwestcommunitycycles.co.uk/>

BIKETRAIL

A cycle shop selling, servicing, repairing, buying and hiring bikes of all shapes and sizes, and stocking a comprehensive range of spares and accessories. Biketrail also offers mobile cycle repairs (across North Devon and North Cornwall), cycle delivery, passenger and luggage transfer and one way cycle hire services.

Fremington Quay is on a section of the Tarka Trail and South West Coast Path. The cycle shop is next door to the old station building which houses a café, heritage centre and toilets.

Website: <http://biketrail.co.uk/index.html>

Arts and Crafts - Studios, Gallery and Exhibition Space

ARTLINE

The Artline group was formed in 2015 to showcase the restored art and heritage buildings on the railway through Fife. From North Queensbury to Cupar, rooms in eleven station buildings have found new purpose as a dispersed art gallery. Each station building is filled with an interesting mix of paintings, jewellery, poetry and artefacts.

Visitors can start their journey at North Queensferry (includes a gallery, café and meeting room), the next stop is Inverkeithing (display of the Fife Circle Railway), Aberdour (heritage centre), Bruntisland (artists' studios), Kinghorn (gallery and art studios), Ladybank (artist studios and local art group) and Arbroath (male voice choir, drama group and pageantry group).

A group of artists inspired by exhibitions at the V&A Museum of Design Dundee is preparing plans for the artistic use of Broughty Ferry station.

'Open doors' weekends are regularly held, with visitors encouraged to use the train to visit each station.

Website: <http://www.theartline.co.uk/>

ART ALERT

A not-for-profit Community Enterprise Group for local people who are interested in art and craft. Based at Nuneaton Trent Valley, the Group started in November 2016. Art Alert promotes visual arts and crafts in Nuneaton, Bedworth and North Warwickshire. The Group has 80+ members who meet on the first Friday of each month. The Group has a programme of local exhibitions, promotes art to make it accessible to all and campaigns to bring funding and support to the local area for art. The Group also works with the railway history society.



The Group is overseen by a steering group of 8 people drawn from professional artists, business people and representatives from local arts groups.

Website: <http://www.artalertnuneaton.co.uk/>

Heritage / Literary

DISCOVER MILLIOM

Located on Millom train station platform, the Centre houses a local history museum, shop, tourist information point and craft outlets. The history museum is a nationally accredited museum run by a group of volunteers. It has a 'mine shaft' entrance which leads to an indoor street layout containing a growing collection of some 10,000 artifacts recording Millom's past. The museum is open Monday-Saturday 10.30am-3.30pm.

Website: <http://millomdiscoverycentre.co.uk/>

RIDGMONT STATION HERITAGE CENTRE

Ridgmont Station was the last remaining building on the Marston Vale Line available for community use. Designed by the Duke of Bedford in 1846, in 2013 the station building was given a new lease of life as a Heritage Centre, including a tea room, gift shop, restored booking office, Tourist Information Point, meeting room and offices.

The Heritage Centre focuses on the story of the station and its residents and the nearby Ridgmont Brickworks.

The Centre is working to become an Accredited Museum.

Website: <http://bedsrcc.org.uk/ridgmont-station-heritage-centre/>

STATIONS AS 'DESTINATIONS'

IRLAM TRAIN STATION

With more than 240,000 people using the Irlam every year, it is the busiest station in Greater Manchester without staffing.

The Station refurbishment was supported by a local charity, the Hamilton Davies Trust (HDT), which sponsored the Regeneration Group which led the redevelopment.

Today the Station is filled with artifacts and decorated in a 1920s train station theme – it includes a museum, cycle hub, café and bar, meeting venue, garden, children's play area, waiting room, toilets and car park.

By making the building interesting and multi-use it appeals to a much wider community than rail users – and has become a destination of its own.

It also has had a regeneration impact beyond the station area – restoring pride in the two local villages and creating a hub for other regeneration initiatives.

Website: <http://www.thestationirlam.co.uk/index>

THE STATION, RICHMOND

A Victorian railway building brought back to life as an art gallery, exhibition space, 3D art store, three-screen cinema, café bar, restaurant, hub for community activities (e.g. photography, singing, crafts and language lessons) and home to a variety of independent businesses (e.g. brewing company, bakery, estate agents). Some 350,000 people visit The Station every year for 'food, film and art – under one spectacular roof.'

The redevelopment was led by the local community and today The Station is managed by Richmondshire Building Preservation Trust, a registered charity.

Website: <http://www.thestation.co.uk/>

PRACTICAL CHALLENGES

The layout of the building and the access to its different floors is a significant challenge. This can be broken down in a number of ways:

Usage – taking account of common areas including the staircase our estimation is that only around two thirds of the total area of each floor is capable of being let. The first floor space is also further compromised by the lack of a lift which severely limits its letting potential particularly in terms of public facing activities. This means the Station Adoption Group will have potentially 640 sq ft of prime letting space and a similar amount of less prime letting space.

Income – the first high level estimate of landlord operating costs associated with the building was £12,000. Assuming this is reduced by a third to take account of the use of the top floor



of the building by Northern the fee generation requirement to break even is £8,000. This could be achieved if the ground floor was let for around £10 sqft – yielding £6,400 income and the first floor was let for £5 a sqft (taking account of its access challenges) – yielding £3,200. This assumes a 100% tenancy. Discussions with local agents around voids suggest a planning assumption of 25% voids should be built into the model. This would yield an income of £7,400 - £600 short of the target figure. Being more specific and looking at lettable space taking account of the configuration of rooms in the building suggests a marginally higher income of £10,240 if the whole site was let (see below).

Space Allocation – having looked at the current configuration of the building it would make most sense to allocate the two rooms directly adjacent to New Road on the ground floor to the gallery space, with the former ticket area under the stairs being utilized as the contact point for the cycling and walking hub. Any bicycles and other equipment can be accommodated outside. The two rooms to the back of the ground floor could be let as the restaurant. Assuming a £15 sqft rental for the restaurant and £7 for the gallery and cycling walking hub this would generate: $320 \times £15 = £4,800$ plus $320 \times £7 = £2,240$ - £7,040 in total. The first floor accommodation could be let to the local food producer and as artist workshops. Space to showcase the produce of the food producer could also be allocated within the gallery on the ground floor. 60% of the lettable space (on the first floor) based on the two rooms to the north side of the building could provide 4 workshops of 96 sq ft each. The local food manufacture space could be provided in the south section of the first floor, directly behind the staircase, comprising 256 sqft. The total income from this area and the artists workspace would be £3,200. The total overall income from a 100% letting would therefore be £10,240.

PRACTICAL OPPORTUNITIES

Tenancy Arrangements – It is not clear yet what specific arrangement might be entered into with Northern over the use of the second floor of the building. It has been assumed that the tripartite lease which is proposed between: Network Rail, Northern and the CIO may well exclude the top floor. It would actually work better if the whole building was leased to the Station Adoption Group. This would provide a guaranteed tenancy income for the whole space 970 sqft at £7/£10 per sqft. Assuming a mid point this would generate $£8.50 \times 970 = £8,245$ income. This would more than cover any shortfall linked to the voids associated with the ground and first floor and provide an income of :

- Ground and first floor - £10,240 minus 25% voids = £7,140
- Second floor - £8,245
- Total - £15,385

This would more than cover the full projected cost of £12,000 for landlord's responsibilities.

Business Rates – Business Rates are not payable on premises of less than £12,000 rateable value. The burden of rates is borne by the tenant and not the landlord. Configuring the building as indicated in this proposed option would make the premises attractive to all users as it would avoid them being liable for business rates.

Quality – It is absolutely clear from our call for evidence that the most successful facilities offer space refurbished to a high quality specification. If the Station building is to be given a landscape hub feel high quality investment will need to include: Gallery fixtures and fittings, an attractive entrance facility and signage and a restaurant fitted out to a high level of specification. Developing a landscape theme drawing on the literature of the greats from the area: (Brontes, Ted Hughes and Simon Armitage) and using wonderful visuals from images linked for example to the "Remains of Elmet" photographs of Fay Godwin will make a major impact within the facility.

Cash Flow – The CIO is starting with no resources. To enable it to manage during the first year of operation and to promote the facility will involve being able to meet all the internal fit out costs and having a cushion of at least one year's operating costs. A fit out budget of £50,000 plus a rounded up annual operating budget of £15,000 should be a starting target for grants or contributions from the Railway Heritage Trust and Northern.

Operators – The CIO has no aspiration, in an ideal world, to directly run any of the facilities in the Station Building. It should work from early on to identify an operator for the Gallery and Restaurant and work with an agent to identify organisations interested in taking the other facilities on. There is some merit in being flexible about the lettings just in case the market identifies other suitable commercial activities in keeping with the broad vision for the Building.

Profile – If the building is to remain at the heart of the community and fulfill its full potential it will be important for the CIO to convene tenant meetings and to develop a programme of community engagement with the building.

Building Programme Management – the CIO does not have the requisite experience to manage the refurbishment directly. It may be that through agreement with Network Rail or Northern this facility can be provided at no cost. It would be prudent however to include an element of cost associated with the need to ensure the CIO's intentions are fully represented in the final refurbishment programme.

OPERATIONAL BUDGET

We have set out a first draft operational budget below:

Quarters	1	2	3	4	5	6	7	8	9	10	11	12	Notes
Expenditure													Inflation 2% p.a.
Running Costs	3000	3000	3000	3000	3060	3060	3060	3060	3121	3121	3121	3121	All landlord costs
Refurbishment Contract Let	30000	20000											Includes building supervision
Total	33000	23000	3000	3000	3060	3060	3060	3060	3121	3121	3121	3121	
Income													Inflation 2% p.a.
Grant	65000												
Restaurant		1200	1200	1200	1224	1224	1224	1224	1248	1248	1248	1248	Assumes £15 sqft
Gallery / Cycle Hub		560	560	560	571	571	571	571	582	582	582	582	Assumes £7 sqft
Food Manufacture		320	320	320	326	326	326	326	333	333	333	333	Assumes £5 sqft
Units		480	480	480	490	490	490	490	500	500	500	500	Assumes £5 sqft
Voids		-640	-640	-640	-653	-653	-653	-653	-661	-661	-661	-661	25% of lettable area
Northern Second Floor		2061	2061	2061	2102	2102	2102	2102	2144	2144	2144	2144	Assumes £8.50 sqft
Total	65000	3981	3981	3981	4060	4060	4060	4060	4146	4146	4146	4146	
Cash Flow	32000	12981	13962	14943	15943	16944	17944	18944	19969	20995	22020	23045	

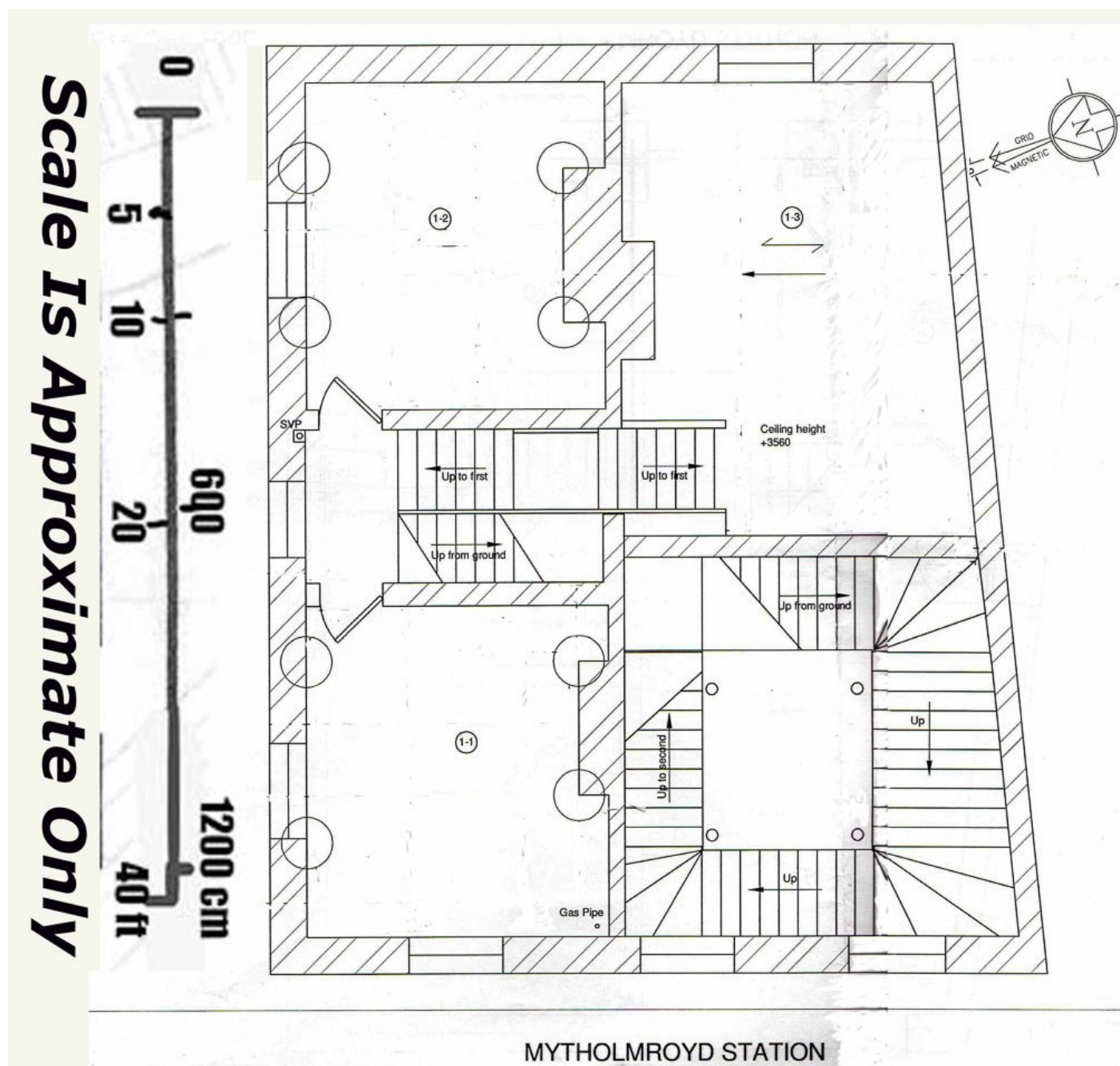
This budget covers the first three years of operation. It assumes a 3 month time lag from handover until the facility becomes operational. It assumes tenants pay quarterly. It assumes 2% inflation and 25% voids. It assumes a starting position for the CIO of one year's operating costs and the cost of internal refurbishment (post shell). All other assumptions are set out in the Notes Column.

APPENDIX - FLOOR PLANS

PLAN OF GROUND FLOOR



PLAN OF FIRST FLOOR



PLAN OF SECOND FLOOR

